



MANAGING STAFF RELATIONS

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What complicates/interferes with staff relationships?

No time

Water mains over whining

You didn't pick 'em!

You aren't alone.....

They are all different!

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System specific issues

Union representation

Central HR relationships/impact of your operation

Steps to hire/fire

Steps for compensation/promotion/grievances

Central systems for education/action on diversity and sexual harassment issues

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Topics to consider – Ideas to Ponder

Individuality

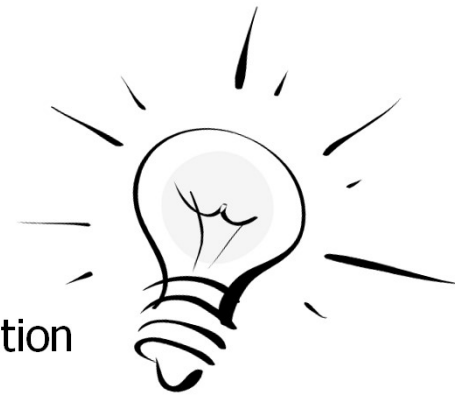
Recruitment

Communication

Performance Communication

Motivation

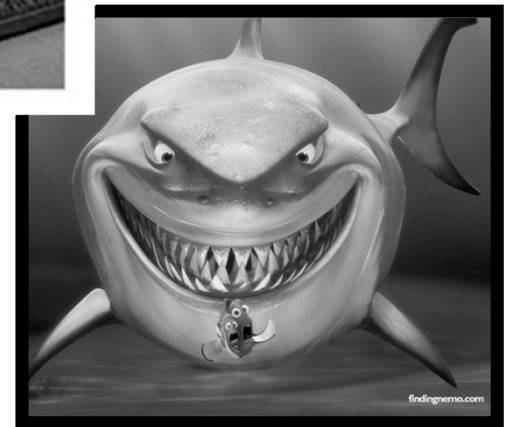
Learning and Feedback



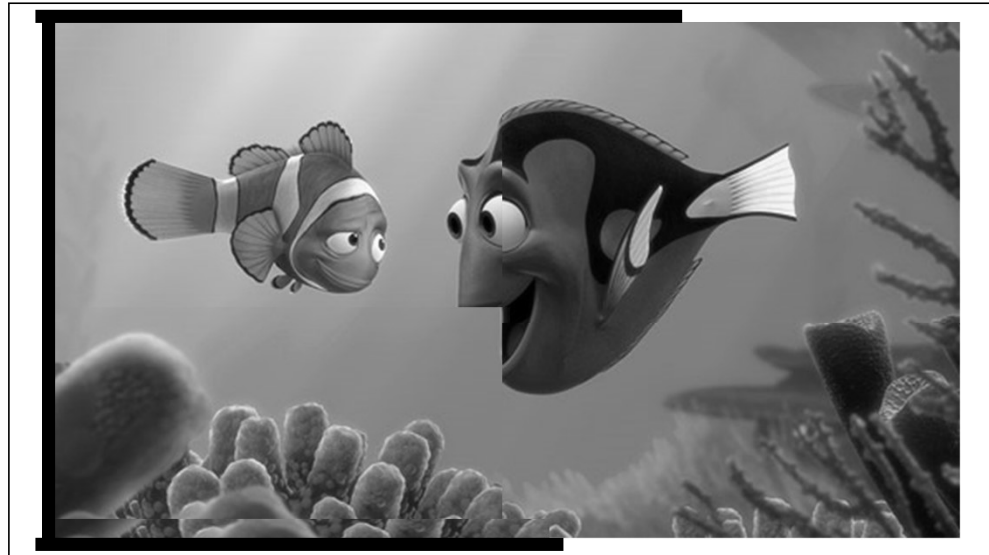


Does work make you feel like this?

What can we learn from Nemo and his friends?



Meet Nemo



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Assessment

Self-Evaluation Tool

Lessons from Nemo

**Everyone
has something
to offer**



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Generations in the work place 2023/2024

Traditionalists or Silent Generation

Baby Boomer Generation

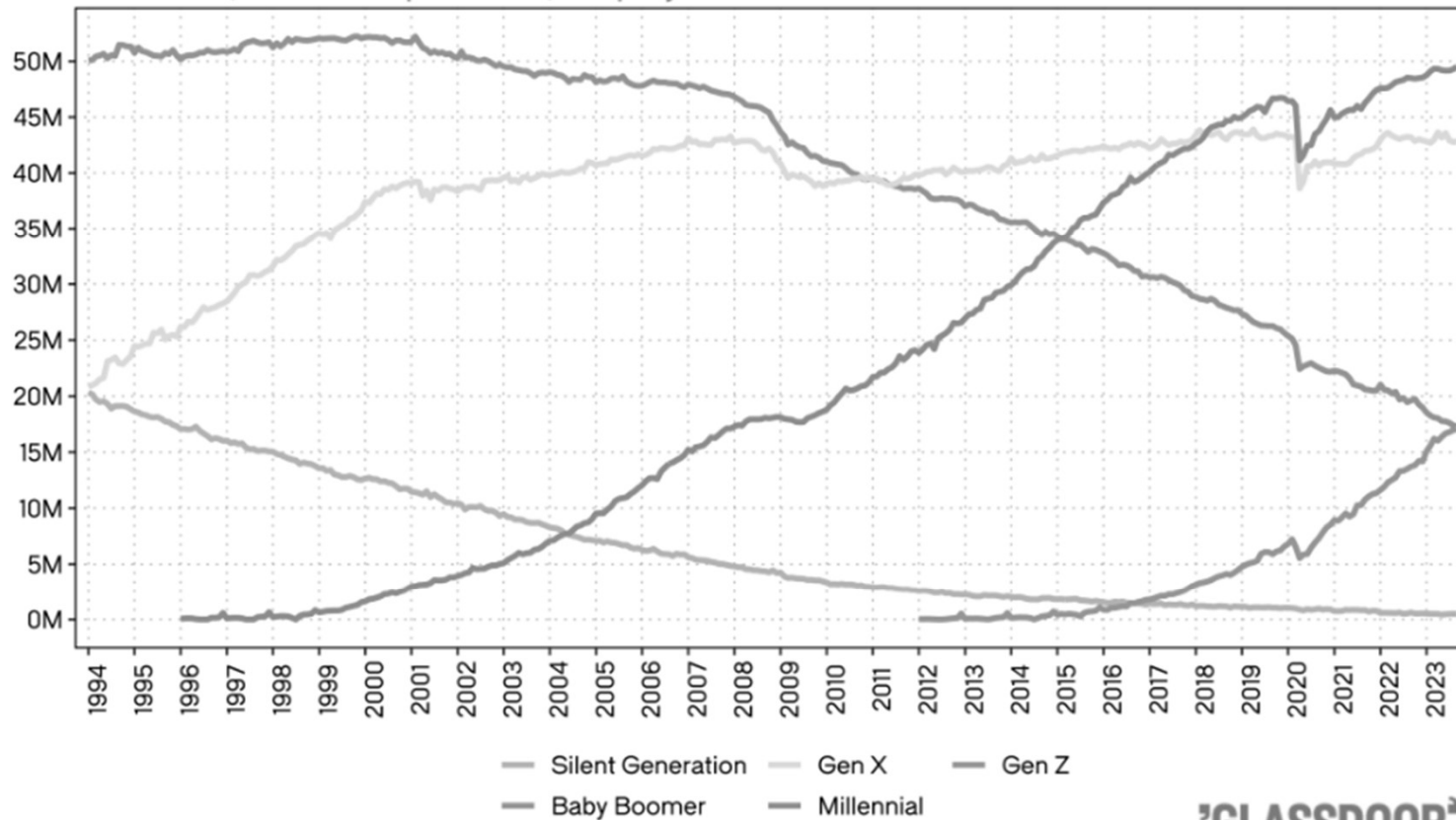
Generation X

Millennial (Y)

Generation Z

Gen Z is poised to overtake Baby Boomers in the Workforce

Full-time (35+ hours per week) employment



Source: Glassdoor analysis of U.S. Census Bureau, Current Population Survey made available by Univ. of Minn. IPUMS-CPS.

GLASSDOOR
Economic Research

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Career Goals for:

Traditionalists/Silent Generation

Build a legacy

Baby Boomer Generation

Build a stellar career

Generation X

Build a portable career

Millennial (Y)

Build parallel careers

Generation Z

Build a progressive career

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Rewards and Recognition for:

Traditionalists/Silent Generation

The satisfaction of a job well done

Baby Boomer Generation

Money, title, recognition, status

Generation X

Freedom is the ultimate reward

Millennial (Y)

Work that has meaning for me

Generation Z

Positive morale and social recognition

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Training:

Traditionalists/Silent Generation	I learned it the hard way; you can too!
Baby Boomer Generation	Train too much and they'll leave
Generation X	The more they learn, the more they stay
Millennial (Y)	Continuous learning is a way of life
Generation Z	Image based learning with self study

Lessons from Nemo

Build a Good Team



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RECRUITMENT

Be a place people want to work

Prepare for the interview

Define the job

A gift for you! 414 Interview Questions

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The PROFESSIONAL.....

They do what they do better than almost everyone else

They know more about what they are doing than everyone else

They are always trying to improve

They can replicate performance

They don't let their feelings interfere with their performance

They have a plan

Lessons from Nemo

**The foundation is
communication**



MANAGING STAFF RELATIONSHIPS

Employee Communication

Inform, influence and engage employees

Build trust in the workplace

Improve knowledge sharing

Empower employees and encourages innovation

Workplace harmony

Encourages inclusivity

Collaboration



MEMO

Inter-company Memo

Date: July 24, 2005

To: All Employees

From: HR

Subj: Casual Fridays

Due to budget cuts in the HR Department we are not longer able to effectively support or manage Casual Day. Casual Day will be discontinued, effective immediately.

Vision + **Skills** + **Incentives** + **Resources** + **Action Plan** = **CHANGE**

~~**V**~~ **ision** + **Skills** + **Incentives** + **Resources** + **Action Plan** = **CONFUSION**

Vision + ~~**S**~~ **ills** + **Incentives** + **Resources** + **Action Plan** = **ANXIETY**

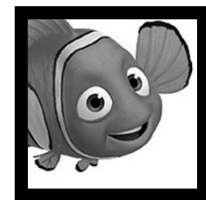
Vision + **Skills** + ~~**I**~~ **ncentives** + **Resources** + **Action Plan** = **RESISTENCE**

Vision + **Skills** + **Incentives** + ~~**R**~~ **esources** + **Action Plan** = **FRUSTRATION**

Vision + **Skills** + **Incentives** + **Resources** + ~~**A**~~ **ction Plan** = **TREADMILL**

Lessons from Nemo

**How to have those
difficult
conversations**



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Performance Evaluations – Tips for the Meeting

Tell employees the purpose of the meeting

Minimize reluctance ~ Gain the employee's commitment

Discuss actual performance data/significant behaviors

Compare data with responsibilities and goals

Stay positive ~ Provide recognition

Focus on problem solving, not finding fault

Solicit and use input from the employee

Evaluate objectively ~ Discuss specific actions ~ Express confidence

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Performance Evaluations – Common Mistakes

Contrast Error - Central Tendency

Negative - Positive Leniency

First-Impression Error - Recency Effect

Halo Effect - Devil Effect

Similar-to-Me Effect

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Corrective Actions

Why we don't reprimand or take disciplinary actions

We don't know there is a need for it

Supervisor road block

Connections

Fear

Employee is too valuable

They might quit

No one will back me up

It's just too much work!

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Corrective Actions

Risks assumed by not taking action; not "calling it as you see it"

Unwanted behavior multiplies

Legal ramifications

Safety liability

Lack of respect

Work suffers

Morale suffers

Ultimately it could become your problem – personally!

Lessons from Nemo

Just Keep Swimming



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How to ENERGIZE and MOTIVATE Employees

Quality one-on-one relationships

Match skills/abilities to assignments

Trust ~ Honesty

Respect ~ Consideration

Congruity ~ Integrity

Responsibility ~ Regret ~ Remedy

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Top Causes of Poor Employee Morale

undesirable work environment

improper materials/equipment

lack of feedback

inadequate benefits

insufficient pay

poor management, lack of training

no orientation or training

inconvenient parking

no organized approach or vision

Lessons from Nemo

**The Best Way to Help
and
Teach Others**



MANAGING STAFF RELATIONSHIPS

LEARNING ISN'T JUST TRAINING

Practice

Performance Improvement

Efficiency for resource management

Improve employee experience

Inspiration

Safety Training - Technical Training - Policy and Procedure Training

Interpersonal and Communication Skills – Mission Alignment – Motivation

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A Learning Culture is a Good Business Decision

“The idea that what we learned in our youth would be useful throughout our lives now has to give way to the idea that we need to continuously learn”

“...old skills to solve new problems are of little use...”

....Michael H. Annison

Author and President of Westend Group

Successful organizations spend 5% of their income (or budget) on training and development of people

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Employee FEEDBACK is:

Tied to goals

Related to both "how much" and "how well"

Timely

Best delivered directly to the person performing the job

Ideally documented

Exceptional if provided in 360 fashion in an organization

Either positive, negative or zero

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Actions and Types of Feedback	Zero (nothing)	Positive (reinforcement)	Negative (correction or consequence)
Someone does something really wrong			X
Someone does something wrong			X
Someone does something a little wrong	X		
Someone does something right	X	X	

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Rewards and Recognition	Example	Value to Individual	Under the Deliverer's Control	Immediately Available	Reusable	Cost to the Organization
Economic \$\$	Salary increase, bonus	High	Perhaps	Usually Not	Yes	High
Economic but non-\$\$	Trips, dinner certificates	High	Perhaps	Sometimes	Yes	Usually High
Tangible but non-economic	Plaque, award, parking spot	High	Usually	Sometimes	Yes	Medium
Intangible and non-economic	Praise with a smile, thank you note, news item	High	Yes	Yes	Almost Always	Very Low
	The Ten Dimes Test					

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"You can only get so much more productivity out of reorganization and automation.

Where you really get productivity leaps is in the hearts and minds of people."

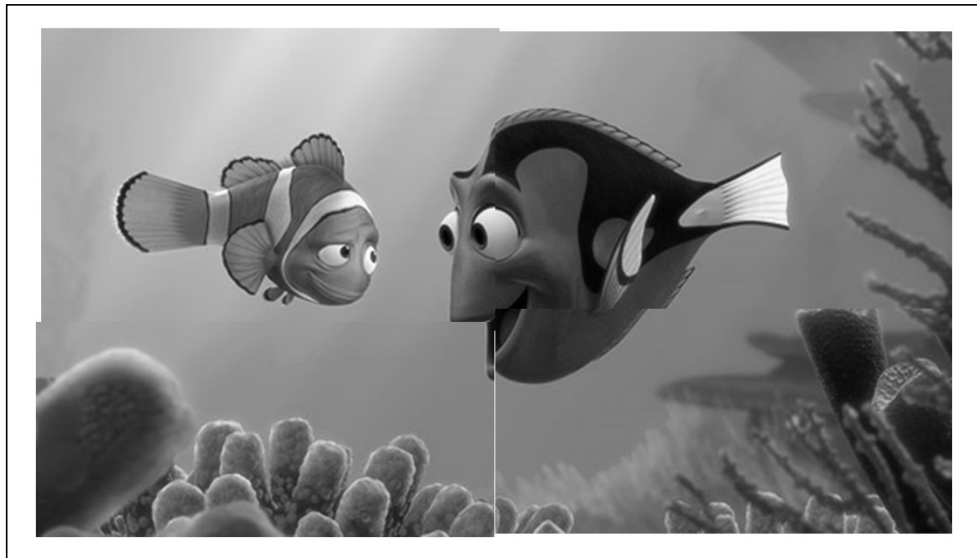
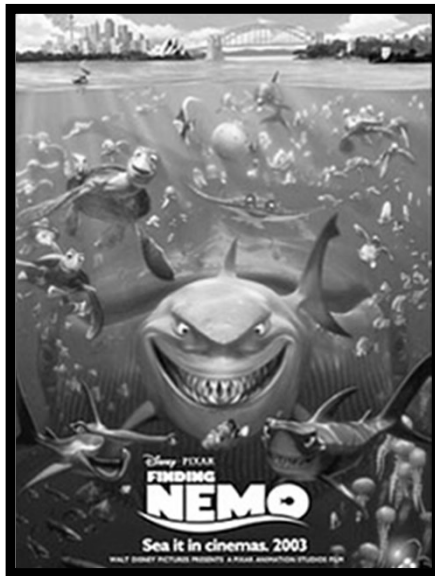
James Baughman, General Electric

Lessons from Nemo

Never Give Up



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Thank you!



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